City Council
Special Meeting Agenda

October 30, 2018
City Hall
749 Main Street
6:00 PM

1. **CALL TO ORDER**

2. **DISCUSSION/DIRECTION – STRATEGIC PLAN FRAMEWORK**
   - Consultant Presentation
   - Council Questions & Comments

3. **ADJOURN**

City of **Louisville**
COLORADO • SINCE 1878

SUBJECT: STRATEGIC PLAN FRAMEWORK – DISCUSSION/DIRECTION

DATE: OCTOBER 30, 2018

PRESENTED BY: MEGAN DAVIS, DEPUTY CITY MANAGER

SUMMARY:
The City has contracted with The Novak Consulting Group (TNCG) to complete an organizational strategic plan for the City of Louisville. TNCG will provide an update on the process, and will review the draft Strategic Plan Framework, including the proposed mission, vision, values and critical success factors.

BACKGROUND:
Through the City Council's facilitated 2018 work planning sessions and the 2017 hiring process for the City Manager, City Council expressed interest in developing a strategic plan for the work of the City of Louisville. The strategic plan would serve as a road map for the work of the City of Louisville, strengthen the organizational culture, and serve as a communication tool for the community to understand the strategic vision and operating principles of the organization. The City completed an RFP process in July to retain a consultant to assist with the development of a strategic plan, and City Council approved a contract with TNCG on August 7, 2018.

A strategic planning process involved articulating a clear vision and mission for the organization, defining the organization's values, establishing goals, identifying priority initiatives, and creating an implementation plan. TNCG outlined a four-step process for completion of the strategic plan.
Activity 1: Begin Engagement
Activity 2: Gather Input
Activity 3: Facilitate Strategic Plan Development
Activity 4: Prepare and Present Strategic Plan

For the past two months TNCG has been working with city leadership and staff to develop the strategic planning framework. The engagement of all City employees and Council is critical to capturing a comprehensive perspective on identifying the foundational components of the strategic plan framework, and in building excitement and buy-in for the plan. In addition, TNCG relied on the foundational work and studies that have already been completed with public involvement, including the Comprehensive Plan, City Charter, Library and Police Department Strategic Plans, and other planning documents that provide direction for the work of the City.

TNCG completed 9 meetings and an organization-wide survey in early September. Approximately twenty-five staff members participated in focus groups, 32 attended the supervisors focus group, all of management team participated, and TNCG met with

CITY COUNCIL COMMUNICATION

Council members by ward and the Mayor. A survey was also conducted across the organization, with 30% employee participation.

The data gathered from the meetings and survey were then synthesized, and Management team worked with TNCG to develop a draft mission and vision that incorporate the key themes. During this all-day strategic planning retreat, the values and critical success factors were also identified and fully defined.

The draft framework and critical success factors reflect the results of this work, and are the proposed foundational elements for the City's Strategic Plan.

DISCUSSION:
TNCG has prepared the attached presentation summarizing the process and input, and the proposed framework for the Strategic Plan. Julia Novak with TNCG will attend the meeting to present the materials.

PROGRAM/SUB-PROGRAM IMPACT:
The project supports the Administration and Support Services Program goal to ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration and support by creating a plan that will help guide the work of the City. In addition, it supports the Governance & Administration sub-program goal of promoting a healthy organizational culture by creating a mission, vision and values that reflect our culture and are clear to our employees and the public.

RECOMMENDATION:
Staff and TNCG request Council discussion and input on the proposed Strategic Plan framework.

ATTACHMENT(S):
1. Proposed City of Louisville Strategic Plan Framework
2. Proposed City of Louisville Critical Success Factors
3. Image of Louisville Strategic Plan Framework

CITY COUNCIL COMMUNICATION

Strategic Planning Framework

Vision

The City of Louisville – dedicated to providing the best small town experience.

Mission

Our commitment is to protect, preserve and enhance the quality of life in our community.

Values

Innovation: Leading and embracing change and transformation through creative thinking, learning and continuous improvement.

Collaboration: Proactively engaging colleagues and other stakeholders in developing solutions through open communication.

Accountability: Fulfilling our responsibilities, owning our actions and learning from our mistakes.

Respect: Treating people, processes, roles and property with care and concern.

Excellence: Doing our best work and exceeding expectations with responsive, efficient and effective customer service.

Critical Success Factors

Financial Stewardship and Asset Management

Healthy Workforce

Reliable Core Services

Supportive Technology

Vibrant Economic Climate

Collaborative Regional Partner

Quality Programs and Amenities

Engaged Community

City of Louisville
Critical Success Factors

Financial Stewardship and Asset Management

The City of Louisville has established financial policies and internal controls to ensure financial sustainability, financial resiliency, and to safeguard the City's assets. The City's recurring revenues are sufficient to support desired service levels and proactively maintain critical infrastructure and facilities. The City practices long-term financial planning to proactively adjust for changes in financial forecasts. City employees are trusted stewards of the public's money and assets.

Reliable Core Services

Louisville is a safe community that takes comfort in knowing core services, such as police, roads, water and basic maintenance, are fair, effective, consistent, and reliable. The City is prepared for emergencies and offers residents peace of mind knowing basic municipal services are planned for and carried out.

Vibrant Economic Climate

Louisville promotes a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services. Our unique assets enhance the City's competitive advantage to attract new enterprises, and Louisville is a place people and businesses want to call home.

Quality Programs and Amenities

Excellent programs and amenities sustain the unique experience of living in Louisville. The community enjoys quality facilities and public spaces as well as cultural and educational services that are accessible for all. Opportunities exist to support a healthy mind, healthy body, and healthy community.

Engaged Community

Louisville residents are informed, involved, engaged, and inspired to be active in community life. The City provides formal and informal opportunities to participate in civic life and transparently shares information using a variety of efficient and accessible approaches.

Healthy Workforce

Louisville employees are high-performing public servants characterized as dedicated, engaged, self-starters who embody established organizational values and excel in their roles and responsibilities. The City is a healthy workplace that provides competitive compensation and benefits and offers professional development and lifelong learning opportunities for its employees. City employees know they are valued, and they are recognized and rewarded for excellence. Louisville is a place where employees can have a voice in decisions, so collective success is ensured.

Supportive Technology

Louisville utilizes stable, proven and relevant technology to enhance and automate City services and to improve the overall customer experience when possible. The use of technology allows the City to make decisions based on accurate and supportable datasets. Supportive technology fosters a culture of learning and innovation.

Collaborative Regional Partner

Louisville is recognized as a regional leader on collaborative issues such as the provision of shared services, transportation, housing affordability, and open space to further leverage resources. Louisville cultivates and maintains strong relationships with regional entities and organizations, leads and participates in collective efforts to address issues of mutual interest, and shares ideas and best practices to improve services.

DRAFT

Our VISION

The City of Louisville — DEDICATED to PROVIDING the BEST SMALL TOWN EXPERIENCE.

Our MISSION

Our COMMITMENT is to PROTECT, PRESERVE & ENHANCE the quality of life in our COMMUNITY

City of Louisville

CRITICAL SUCCESS FACTORS

→ COLLABORATIVE REGIONAL PARTNER

→ RELIABLE CORE SERVICES

→ FINANCIAL STEWARDSHIP & ASSET MANAGEMENT

→ QUALITY PROGRAMS & AMENITIES

→ VIBRANT ECONOMIC CLIMATE

→ HEALTHY WORKPLACE

→ ENGAGED WITH OUR COMMUNITY

→ SUPPORTIVE TECHNOLOGY

I CARE!

Our VALUES

INNOVATIVE
Leading and embracing change & transformation through creative thinking, learning and continuous improvement

COLLABORATIVE
Proactively engaging colleagues & other stakeholders in developing solutions through open communication

ACCOUNTABILITY
Fulfilling our responsibilities, owning our actions and learning from our mistakes

RESPECT
Treating people, processes, roles and property with care and concern

EXCELLENCE
Doing our best work and exceeding expectations with responsive, efficient and effective customer service

STRATEGIC PLANNING FRAMEWORK

The Novak Consulting Group

Louisville, Colorado

Strategic Plan Framework

What is a Strategic Plan

Answers three questions:

- What do we know to be true today?
  - *Where are we?*
- What do we hope will be true in the future?
  - *What is our vision?*
- How will we get there?
  - *What is our plan?*

The Strategic Planning Framework

Includes the following elements:

- **Vision** – the Vision Statement is aspirational, intended to reflect what you hope Louisville City Government will be known for in the future.
- **Mission** – the role and purpose of City government, frequently expressed in statements about "who we are, what we do, and why we do it."
- **Values** – organizational values guide behavior, whether stated or unstated, and are observed when the workforce is "at its best."
- **Critical Success Factors** – those "things that must go well" in order for the organization to achieve the Vision.

The Process in Louisville

Review background documents:

- Comprehensive Plan
- City Charter
- Department Strategic Plans
- Six-Year Staffing Plan

The Process in Louisville

Initial Input from a variety of sources:

- Interviews with the Governing Body
- Employee focus groups
- Meeting with the Management Team
- Employee Survey

The Process in Louisville

- Management Team Retreat to develop the draft Strategic Planning Framework
  - Share work product with employees
  - Present to City Council for their Input
    - *We are here*
- Align organizational workplan and identify Strategic Initiatives within the various Critical Success Factors that will advance the organization toward the Vision
- Finalize the framework for adoption on December 11, 2018
- City Council can use the framework for organizing goal setting efforts beginning in 2019
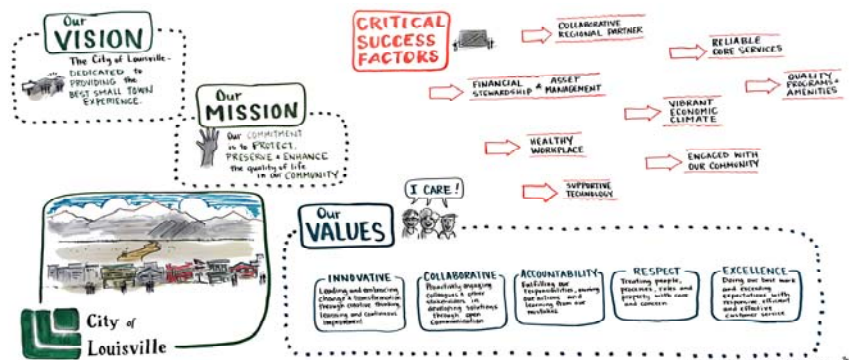
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Framework Development

What do you want City Government to be known for?

Louisville Employees Are…

What do our Employees do?

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Critical Success Factors

- Financial Stewardship and Asset Management
- Reliable Core Services
- Vibrant Economic Climate
- Quality Programs and Amenities
- Engaged Community
- Healthy Workforce
- Supportive Technology
- Collaborative Regional Partner

Critical Success Factors

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Thank you

What suggestions do you have?